

14 March 1979

STAT

MEMORANDUM FOR:

FROM: Herbert E. Hetu  
Director of Public Affairs

SUBJECT: Employee Interviews for Multi-Projector Slide  
Presentation

1. As you know, following David Pesanelli's presentation to the Public Affairs Advisory Group (PAAG) meeting on Wednesday, 7 March, I sent a memorandum to the heads of all CIA Directorates, Independent Offices, the Resource Management Staff and the Collection Tasking Staff informing them of the status of the Agency multi-projector slide presentation and solicited assistance and support in designating Agency and Community employees to be interviewed for this show. Mr. Pesanelli is ready to begin these interviews on Wednesday, 21 March, or as soon as possible thereafter.

2. I would appreciate your forwarding suggestions to me for the individuals to be used in the show by Tuesday, 20 March. I have attached a list of people proposed by the Office of Public Affairs for your consideration. A preliminary script is also attached including proposed questions to be asked of the interviewees. You will note the questions appear in segments. Mr. Pesanelli plans to ask the same general questions of each person he interviews, hoping to get different perspectives to be woven into the final show.

3. As soon as I receive your nominees, I will call a meeting of all the interviewees in my office. Apart from that meeting, interviews should involve no more than about an hour of each person's time.

Herbert E. Hetu

Attachments: a/s

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Visuals:

Begin with pictures of a man preparing to deliver the President's Daily Brief. Follow action. See him put brief into attache case, walk out of office, through corridors, out of building, get into car.

Narration:

At 7:00 a.m. each day except Sunday, a man carries a report from Langley, Virginia across the Potomac River to the White House.

The report, called the President's Daily Brief, contains intelligence prepared for the eyes only of the President of the United States.

It is one of the end products of a world wide information gathering, processing, and analysis operation run by an Agency of the U.S. Government. That Agency, widely misunderstood, often defined by a host of misconceptions, is charged with the complex task of collecting, evaluating, producing, and disseminating foreign intelligence.

Officially, it is known as the Central Intelligence Agency... most people call it C.I.A.

Visuals:

On the speaking of the letters "C.I.A.", there is an abrupt cut to black.

Voice Over:

Almost immediately, bits and pieces of the secrecy oath. Segui one piece to another.

Objective:

To indicate the sensitivity of the work done by C.I.A., of the information it gathers; to imply, without saying so, the importance of that work and information; to indicate some of the proscriptions against revealing sources, etc.; to demonstrate, subtly, that C.I.A. is not just another Government Agency.

## II. WHY INTELLIGENCE

### Visuals:

After voice over has been established, title and opening credits appear. Style should be simple, unobtrusive.

When voice over and opening credits are complete, hard cut to maps and news photos (degraded) of events in the last thirty years. Maps should be computer generated. Pacing increases. A sense of change, speed.

### Questions:

1. Is it correct to say that perceptions of the world vary from country to country? If they do, why do they?
2. To put it another way, would the leaders of two countries looking at the same set of circumstances arrive at the same conclusion? The same course of action? Explain.
3. There are, then, many different legitimate perceptions of the world. Elaborate.
4. What, briefly, is the American Government's perception of the world?
5. Define intelligence.
6. How does intelligence fit into the American Government's perception of the world? How is it used?
7. How has that perception altered since the birth of the C.I.A. in 1947?
8. How have the concerns of C.I.A. changed as a reflection of that alteration?

### Objective:

To quickly explain intelligence and create a framework within which the intelligence function is necessary.

As the voice over nears completion, the sound of a foreign language broadcast begins to be heard--very low level, barely audible. It continues under the maps and pictures. When the voice over is finished, narration (if necessary) begins.

### Narration:

If the concerns of the C.I.A. have changed over the years, the need for data--the raw material from which intelligence is produced--has not. This data is collected in three basic ways...

Sound of foreign language broadcast up full.

### III. COLLECTION

#### Visuals:

Begin conversion to FBIS office with emphasis, at start, on one man. Visuals for the entire "collection" segment will shift from one aspect of collection to another. They will both depict and augment what is being said.

#### Questions: (open sources)

1. What are "open sources"?
2. What percentage of our intelligence comes from these sources?
3. What, specifically, can be called an "open source"?
4. How valuable are they? What can be learned from them?
5. Are they valuable alone or in context?

#### Questions: (technical means) (different voice)

1. How has the technological revolution impacted data gathering?
2. What technological tools are available? What are they capable of doing? How precise are they?
3. What are the strengths of collecting data by technological means?
4. The weaknesses?

#### Questions: (clandestine collection) (different voice)

#### Visuals:

Person, half seen half hidden.

1. What are the strengths of clandestine collection?
2. With so much technology, what can a person offer?
3. How do you know what information to seek? (discuss priorities, requests for information, fact that nobody does anything on their own.)
4. What is an "agent"? What is a "spy"?
5. Do you have anything to do with covert operations? (answer desired; covert operations are a tiny part of C.I.A. activities. They are designed to accomplish a certain end in a foreign land without that end being attributed to the United States. Some people find such activities repugnant, some find them necessary. But whatever they are, they are not intelligence.)

#### Objective:

To develop a clear understanding of the collection processes; to separate covert operations from intelligence.

IV. PROCESSING INTELLIGENCE

Visuals:

Cut from the man to a series of shots of maps being created, signals being analyzed, computers being read out, photos being interpreted. Gradually, visual emphasis centers on the discipline of the person chosen for voice over.

Narration: (approximate, if necessary)

The flow of information never ceases. Streams of it, in varying forms, gathered from all over the world. Yet, despite the effort and expense of collection, data remains essentially without value unless it is put into a useable format:

Questions:

1. What is your job?
2. What is the value of your specific work? How do you help turn raw, collected data into intelligence?
3. What other kinds of jobs are performed at your particular part of the intelligence cycle?
4. How does what you do fit into the intelligence cycle?
5. How do you begin work on a project? On your own? By request?
6. Do you have a sense of being part of a dynamic process?

Objective:

To introduce the idea of information processing as an integral part of intelligence formulation; to indicate that there is a pattern to the development of intelligence; the idea that pieces of information are being put together.

## V. ANALYSIS

### Visuals:

Cut from the action of processing to the quiet of an analyst's office. We see him sifting through material perhaps see and hear him getting an assignment from his Chief.

### Narration: (approximate, if necessary)

The formulation of intelligence is not a simple process. It is not linear nor the work of one person. Rather, it is dynamic, a never ending give and take between people expert in different disciplines. It is a synthesis of information gleaned from disparate sources. It is constant refinement, re-evaluation, and trying to meet the needs of policy makers.

### Questions:

1. How is the world divided up for intelligence purposes at C.I.A.? By countries? By regions? By disciplines?
2. What does an analyst do?
3. Do all analysts operate in the same way?
4. Describe the dynamics of your job? How do you synthesize information? Is it further synthesized? How do you work with those above you? With those whose job it is to service your needs?
5. Is yours a romantic job?
6. What is intelligence? Is it necessary? Why?
7. How is work initiated? Do you initiate work?
8. Why is intelligence a never ending process?

### Objective:

To allow the audience to begin to see the complex and interdependent nature of the intelligence cycle; to let it know that there is no beginning and no end to intelligence, just a process that continues; to introduce the key element in that process--the analyst.

## VI. FUNCTION OF INTELLIGENCE

### Visuals:

There is a change of feeling, at least with regard to the spokesman, the voice over. The office of the person speaking is larger, plusher than that of the analyst. The person speaking is N.I.O. It should be obvious that one might be able to get an overview, a perspective, from the person who occupies that office.

### Questions:

1. The intelligence process is dynamic, fluid, never ending. What management is there over it? (management in the business sense)
2. Is intelligence a system designed to filter exclusively upward? If not, just how does it move?
3. If intelligence is an ever functioning process, how does a specific piece of work get started, move into the process? And once that work is started, what steps are taken?
4. What constraints govern the C.I.A.? What laws control its actions?
5. Compare C.I.A. and KGB? (in terms of manpower, freedom of operations, advantages and disadvantages, weaknesses and strengths)
6. How does C.I.A. fit into the overall American intelligence community?
7. Is C.I.A. designed to function as a "prophet"? If not, what are its desired results?
8. What mistakes has C.I.A.? Why are successes not publicized?
9. What are the "surprising" areas of interest for the C.I.A.?

### Objective:

To expand the idea of intelligence, to broaden understanding of how the process works; to give a sense of the "competition" and a sense of legal limits imposed on C.I.A.; to reinforce the notion that C.I.A. has interests that reach well beyond the military might of the U.S.S.R.



..I. INTELLIGENCE SUPPORTING POLICY

Visuals:

A continuation of the show's opening. Coming full cycle. Interiors and exteriors of the car as it makes its way toward the White House. Inside: the man carrying the President's Daily Brief. Outside: Washington, D.C. We carry the courier as far as driving up to the White House. Then, generic, representative visuals of C.I.A. activities to carry the show to its conclusion.

Questions:

1. Obviously the President is only one of C.I.A.'s customers (though the most important one)--who are the others?
2. How is intelligence utilized?
3. What is in the President's Daily Brief? (in general terms)
4. Is C.I.A.'s intelligence the only intelligence provided the President and others? If it isn't, where does other intelligence come from?
5. How quickly can the President have an in-depth intelligence report on a certain subject if he really needs it?
6. Why is C.I.A. moving toward more openness in a field which cries out for secretiveness?
7. Is the C.I.A. necessary in today's world? Are there any alternatives?

Objective:

To make clear that C.I.A. is not this nation's only intelligence gathering organization; to show that the President has many sources of intelligence; to indicate that the President is not the only one for whom the agency gathers information to be used as the raw materials of intelligence; to stress, again, the need for reliable intelligence in the modern world.

Closing narration: (approximate)

Of all the agencies of the U.S. Government, none labors under more misconceptions than the C.I.A. Its budget is not unlimited nor is it unscrutinized...it does not do exactly as it pleases... it operates only in a foreign environment...is not interested in domestic surveillance...is not a law enforcement agency.

What the C.I.A. is, is an intelligence organization working for an open, democratic Government. It gathers data and converts it into something valuable--intelligence. And intelligence has less to do with cloaks and daggers and more to do with the painstaking collection and analysis of fact, the exercise of judgment, and quick and clear presentation than most people will ever guess.